

## **ACCELERATING ECONOMIC RECOVERY FOR ASIA:**

### **KENAN INSTITUTE ASIA EVALUATION AND SUSTAINABILITY ASSESSMENT**

#### **DELIVERY ORDER STATEMENT OF WORK**

## **I. BACKGROUND**

### **A. GENERAL**

The unexpected financial and social crisis in Asia created an unprecedented focus on the weaknesses of the Asian economies and called into question the existing architecture of the international financial system. Addressing the root causes of the crisis became increasingly imperative after other countries, including the United States, felt the reverberations of the Asian crisis in their own economies.

Analyses of the crisis, along with field inquiries, indicated that among the affected countries, Indonesia, Thailand and the Philippines demonstrated the highest levels of need for USAID assistance. In response, USAID designed the "Accelerating Economic Recovery in Asia" (AERA) initiative to help the region, and particularly these three countries, recover from the financial crisis. The initiative helps these countries address key weaknesses in their economic, governance and social systems. These weaknesses must be resolved to restore investor and bank confidence, and revive the credit and investment flows needed to revitalize business activity that will lead to economic recovery.

Recognizing that an effective response must address both the underlying causes of the crisis and resultant social impacts, as well as take steps to ensure sustainability, the initiative has pursued its objective by:

- restarting bank and business activity;
- improving transparency and accountability in banks, businesses and governments;
- establishing more effective mechanisms that alleviate the social tensions and adverse impact associated with economic adjustments.

AERA activities are closely linked and coordinated with World Bank and Asian Development Bank crisis response efforts. The AERA program brings technical assistance and training that complement ongoing structural adjustment loans being funded by the International Monetary Fund or the multilateral development banks.

### **B. PROJECT FUNDING**

Since 1999, USAID has provided \$18 million in grant support to Kenan Institute Asia (KIASIA). USAID funding concluded with the FY2001 obligation, although the life of the grant has been extended to 2005 to complete implementation of program activities.

### **C. PROJECT IMPLEMENTATION**

The AERA program initiated activities in Indonesia and the Philippines in July 1999 and in Thailand in October 1999. As this evaluation concerns only the AERA program activities implemented in Thailand by USAID's principal partner, Kenan Institute Asia (KIASIA), this section limits its discussion to that component of the AERA program.

In order to continue the successful business and institutional cooperation begun under the U.S.-Thai Development Partnership, USAID helped to establish a financially viable and self-sustaining institution--the Kenan Institute Asia. Established in August 1996 through an endowment from three contributors, USAID, the Royal Thai Government and the Kenan Charitable Trust, KIASIA promotes U.S. and Thai linkages and expanded Thai and U.S. development cooperation.

Under AERA, KIASIA has been USAID's partner in promoting reform and accelerating economic recovery in three specific ways—

- strengthening the enabling environment for small and medium enterprises
- developing partnerships between Thai and US business support organizations to strengthen the regulatory and competitive environment, business standards, and good governance practices of the Thai private sector
- improving the competitiveness of SMEs through firm-level assistance that enhances management capabilities and technical skills.

#### **Strengthening the Enabling Environment**

The Bank of Thailand began a reform program to strengthen the banking system and improve bank regulations following the financial crisis. Banks also recognized their weaknesses and accepted that they needed to adopt important changes in order to survive. USAID provided funding for advisory services to the Bank of Thailand and for the Bank Training Program in order to help these institutions adopt needed reforms in the areas of credit management, risk management, training for SME customers in the preparation of business plans, and improved internal control and governance.

In 2001, the second year of the Bank Training Program, KIASIA continued to provide additional training to those banks supported in year one to create a deeper impact. The program added a new component that focused on improving the capacity of government banks to carry out community lending and microcredit.

#### **Business Support Organizations**

The Business Support Organization Partnership (BSOP) support financial and business governance support organizations that will play a role in ongoing reform and sustainable economic growth. The program matches those Thai organizations with US organizations that have similar operations and possess “assets” such as experience, technology, training materials, information systems, and practices that could be of benefit to their Thai partners. Assisted Thai organizations include the Thai Bond Dealing Center and the Government Pension Fund. Organizations include several independent agencies tasked with promoting a more transparent and fair business environment such as the Mediation Center for Financial Disputes, the Secured Transactions Registration Office, the Credit Bureau Supervisory Agency, the Court of Justice, and the Administrative Court.

### **Improving SME Competitiveness through Firm-Level Assistance**

The USAID-funded Business Advisory Center (BAC) works with Thai SMEs to promote competitiveness by enhancing their management capabilities and technical skills, as well as to access sources of finance. US and Thai business consultants work with clients to conduct problem analyses and develop scopes of work to address issues faced by the SMEs. BAC staff often directly provides the expertise called for under the scope of work. However, BAC also taps the volunteer expertise of the Thai Volunteer Consulting Services, the International Executive Service Corps, the Citizens Democracy Corps, and ACDI/VOCA. Focus areas include international marketing, plant process improvement, computerization of production, environmental management, quality control, e-commerce, human resource management, and strategy development. During the first two years, the BAC completed 126 consulting projects and is managing another 110 on-going projects. Combined the BAC has reached 201 SMEs, providing training to 1,300 SME managers.

Two smaller and more recently initiated projects have also been implemented: The IT and Education Project and the Cluster Competitiveness Project.

## **I. EVALUATION SCOPE**

### **ARTICLE I—TITLE**

Project evaluation and sustainability assessment of the Kenan Institute Asia (KIASia)—implemented activities under USAID’s Accelerating Economic Recovery in Asia Program (AERA).

### **ARTICLE II---OBJECTIVE**

The overarching objective of this evaluation is to examine issues concerned with KIASia long-term sustainability, and assess the impact to date of the AERA program in Thailand in developing sustainable regulatory and institutional capacity to support small and medium enterprises in a cost-effective manner. These findings will assist USAID in planning future activities.

### **ARTICLE III---STATEMENT OF WORK**

The contractor will provide a team to conduct a final evaluation of the AERA/Thailand activities implemented by KIASia, and assess KIASia's capacity to be financially self-sustaining given its current operating policies, procedures and level of demand for its current services. The team will develop and adopt an approach that elicits and analyzes information, and provides conclusions, recommendations, and lessons learned on the issues below. The evaluation team will draw on project documentation and reports as well as structured interviews with project participants and partners.

1. **EFFICIENCY:** Are the results being obtained by KIASia being produced at an acceptable cost compared with alternative approaches to accomplishing the same objectives?
2. **IMPACT:** What has been the quantitative and qualitative impact of USAID-funded activities in each of the three areas where KIASia is working? Is there evidence of any impact beyond those organizations directly supported? How has USAID-funded support to KIASia's partners in Thailand made a difference in the development of the SME sector? What effect did the approach adopted by KIASia have on the impact achieved? What specific impact did KIASia's USAID-funded activities have on the ability of the Government of Thailand to strengthen the regulatory environment for SME development? Has KIASia direct assistance to SMEs made a difference in those enterprises' abilities to compete? Assess the effectiveness of the projects in accordance with the success indicators set by USAID (see Appendix A).
3. **SUSTAINABILITY:** As currently implemented, are KIASia's activities likely to engender sustainable development impacts after USAID funding have stopped? Will the organizations supported under AERA, whether business support organizations or independent agencies, have the capacity to provide future support to the SME sector when USAID funding has stopped?

The elements that are to be examined for the study and for developing a strategy for institutional sustainability are expected to include, but are not limited to, the following tasks:

- a) Assess the current state of the KIASia's organization development. This benchmarking exercise will evaluate institutional issues such as administration, demand for services, finance and budgets, human resource capacities, general management and governance. The results of the appraisal stage are expected to provide a foundation of general information with sufficient levels of detail from which a strategy for institutional sustainability may be outlined. Illustratively the components to be reviewed during the benchmarking exercise include:
  - ❖ **Administration:** This section will examine KIASia's organizational and administrative structures including chain-of-command, personnel responsibilities, span-of-control, approval processes, facilities appropriateness and administrative efficiencies.

- ❖ Demand for Services: A key issue for developing a cogent strategy for sustainability involves understanding the basis of and demand for the services currently provided. Therefore, an assessment of the nature and scope of services offered will be developed as well as analyses of KIAAsia's clients.
- ❖ Finance and Budgets: At the core of institutional longevity is an organization's financial soundness. KIAAsia's current budget/financial situation will be examined to gain an understanding of its financial strengths and weaknesses and its source and use of funds.
- ❖ Human capacity: An overview of the qualifications of the staff, trainers and their responsibilities will be compiled as part of understanding the institutional capacities of KIAAsia.
- ❖ Management and Governance: Organization policies will be reviewed to assess their contribution to encouraging institutional self-sufficiency or to constraining it. The role and responsibilities of management and of the Board of Directors will also be examined as well as the organization dynamics between them and with KIAAsia's constituencies.

b) Sustainability Strategy Development: This task will use as its starting point the benchmarking appraisal which examined the essential factors relating to the capacity of the KIAAsia to evolve into a self-sustaining organization. Designing a strategy to shift the institutional framework from donor dependency to a self-sustaining organization frequently requires altering organizational attitudes and behavior, perspectives, plans and long-term vision. Consequently, some of the elements of the strategic plan to be considered will include:

- ❖ Statement of Mission Goals and Vision: The strategy will development recommendations for a mission, goals and a long-term vision which is acceptable to KIAAsia management.
- ❖ Financial Self-sufficiency: A plan for moving from dependency to financial self-sufficiency will be discussed in the context an overall organization strategy.
- ❖ Governance: Changes to policies, regulations and administrative processes will also be considered to conform to the organization's new sustainability mandate.
- ❖ Priority Services: demand-driven services will be identified and a strategy for prioritizing programs developed.
- ❖ Constituencies: Strategies for identifying current and potential constituents will help lay the foundation for generating resources. A systematic approach to profiling clients and constituents will be outlined.
- ❖ Pricing: The cost of providing services, the revenue generated and the competitive markets will be discussed for the purpose of determining pricing policies for niche markets and services demanded.
- ❖ Cost Recovery: There may be opportunities for recuperating costs generated from the sale of services. Recommendation for approaches to

cost recovery will be discussed in the context of an overall strategic direction.

- ❖ **External Funding:** Strategies will be reviewed for identifying potential sources of external funding, i.e., other donors, collaboration with other NGOs, international organizations, etc.
- ❖ **Marketing and Delivery of Services:** An examination of the methodology used to market KIASia's services and the vehicles for delivering them will also be reviewed in the context of strategy development.
- ❖ **Administration:** assessments of the process and systems of accounting and financial management, management information system design, physical infrastructure, management and organization structure and policy development will be discussed as critical elements in framing a self-sufficiency strategy.

#### **ARTICLE IV---METHODOLOGY**

On-sight research and interviews for the study will be carried out in Bangkok, Thailand for approximately 20 person-days. The team will interview KIASia staff, managers, board directors, participants, government officials, clients, potential donors and constituents. Written evaluations of KIASia and its published materials will be reviewed. Policies and administrative procedures will be examined with management during this on-sight phase of the study.

An additional ten person-days are required for the team to draft the findings of the benchmarking and strategy development research.

#### **ARTICLE V---REPORTS AND DELIVERABLES**

1. **Draft Work Plan.** The evaluation team will develop a draft work plan prior to departure from Washington, DC.
2. **Oral Presentation.** The evaluation team will provide an oral briefing of its findings and recommendations to the USAID Thailand program manager, Tom Elam; USAID regional mission representative, Scott Harding; and to the ANE Regional Program Manager USAID/W, Rebecca Maestri.
3. **Draft Report.** The evaluation team will present a draft report in English of its findings and recommendations to the ANE Regional Program Manager and KIASia within ten business days from the time of return to the United States.
4. **Final Report.** Ten paper copies of the Final Report as well as an electronic version in Word 97 shall be submitted within 15 days following receipt of comments for USAID and KIASia. Ten copies will be provided to Rebecca Maestri, Regional Program Manager, USAID/W. The final report should include an executive summary of not more than four pages, a copy of this scope of work, evaluation questionnaires, lists of persons and organizations contacted, etc.

## **ARTICLE VI---RELATIONSHIPS AND RESPONSIBILITIES**

The evaluation team will receive technical direction from and report to Ms. Rebecca Maestri, Regional Program Manager, USAID/Washington or her designee.

## **ARTICLE VII—PERFORMANCE PERIOD**

Approximately six person-months to begin as soon as possible.

## **ARTICLE VII---WORK DAYS ORDERED**

Approximately 120 person-days.

## **ARTICLE VIII---SPECIAL PROVISIONS**

### **1. DUTY POST**

Bangkok, Thailand

### **2. LANGUAGE REQUIREMENTS AND OTHER REQUIRED QUALIFICATIONS**

English. Thai desired.

### **3. ACCESS TO CLASSIFIED INFORMATION**

Not Applicable

### **4. LOGISTIC SUPPORT**

Limited logistical support will be provided by the US Embassy, Bangkok. The Kenan Institute Asia will provide assistance in setting up interviews with Thai government officials, USAID representatives, US embassy officials, Kenan staff, etc.

### **5. WORK WEEK**

A six-day workweek is authorized while in Thailand.

## **Technical Qualifications and Experience Requirements for the Evaluation Team**

### **1. Team Leader/Evaluation Specialist**

The team leader shall be an evaluation specialist who has at least 10 years experience with developmental projects in emerging economies. The individual's knowledge and familiarity of USAID process and procedures is desired. The individual shall have excellent written and oral communication skills, as well as

exceptional organizational and analytical capabilities. The team leader shall have solid working knowledge of sustainable institutional characteristics and dynamics.

**2. Private Sector Specialist**

The private sector specialist shall have a minimum of 10 years experience working on private sector development programs in emerging economies. The individual shall have analytical skills in the following technical areas: prudential commercial bank lending practices, SME capacity building; and institutional business support services.



## AERA THAILAND: INDICATORS AND TARGETS

The following narrative and tables define the indicators and associated targets for the Thailand component of the regional AERA Program. In some cases, activities clearly and directly contribute to one of the Intermediate Objectives (IO) for AERA, while contributing indirectly to another IO. In the indicator tables, activities are grouped under the IO to which they most directly contribute. Indirect, but important contributions of other IOs are discussed in the narrative.

### I. INTERMEDIATE OBJECTIVE 1: BANK AND BUSINESS ACTIVITY RESTARTED

The principal activity contributing to this IO is the Business Advisory Center (BAC) within the Kenan Institute. The BAC provides direct, targeted assistance to small and medium enterprises (SMEs). Small firms are defined as having less than Baht 20 million in fixed assets, not including land. Medium-sized enterprises are classified as those having fixed assets not including land that total between Baht 20-200 million. On occasion, larger firms may receive technical assistance from the BAC if important multiplier effects can be identified or if the firms pay for all costs of the assistance. However, the vast majority of assistance will be provided to small and medium-sized firms, as defined above.

The BAC can provide assistance in a variety of areas important to restarting business activity and stimulating the growth of SMEs, including general management, quality control, production, accounting and financial control, marketing, and others

Through this assistance, SMEs will be better operated and more capable of performing the required range of management functions. For example, firms receiving assistance in accounting and finance will have more accurate and transparent accounting records and financial statements, facilitating the process of raising capital (short- or long-term), including bank loans. Assistance in the other areas above will likewise improve specific firm capabilities. Often this help will be in the form of **business planning**, which will vary in scope, depending on the size and type of business. In some cases the assistance will involve only one aspect of planning, such as marketing planning. Although several indicators along these lines were considered, the ability to use sound business planning is considered the most appropriate for capturing the entire range of expected improvements. Therefore, **Indicator 1 is: Business plans (or parts of business plans) developed by SMEs assisted by the BAC.** To measure this indicator, BAC will follow up with SMEs that have received assistance. It is projected that at least 50% of these SMEs will continue to develop and use some form of business planning in-house. The review of SMEs will be conducted six months and one year after the BAC assistance has been completed.

The improved capabilities of SMEs in the areas of BAC assistance, absent uncontrollable external factors such as recession, should normally lead to increased sales, both

domestically and overseas. **Indicator 2 is: Total revenue of assisted SMEs.** This indicator is a high level measure which will require improved firm-level capabilities in some of the key problem areas facing Thailand's SMEs. The target for this indicator is the average percentage of growth in total revenue achieved by firms receiving BAC assistance. The percentage increase in total revenue for each firm will be checked one year after the completion of BAC assistance and compared to the same quarter in the previous year. Another indicator will be the number of firms served. Since the firms must pay part of the costs of the service, the willingness of firms to pay for the service should be a good indicator of its perceived value to them. The targets for number of firms are cumulative and firms receiving assistance in the first year will continue to be monitored.

## **II. INTERMEDIATE OBJECTIVE 2: CORPORATE AND FINANCIAL GOVERNANCE IMPROVED**

Three AERA activities contribute directly to this objective. The bank training program provides a range of training programs to Thai commercial banks, including risk management, credit analysis and management, internal control, and responsibility accounting. Through this training, banks will be better prepared to face the challenges of recovery in the financial sector. In each case, training materials will be developed for future use by banks' training staff. In addition to the specific content and objectives of each individual training program, banks will be left with training staffs capable of developing and conducting training in other areas. Based on the training, banks will more effectively implement new policies and procedures to guide operations. For example, one bank has requested assistance to train a cadre of employees in all aspects of dealing with SMEs. When the program is completed, the bank will establish new policies and systems for loans and other assistance to SMEs. In several other cases, banks are receiving assistance in credit analysis and overall credit management. This training will result in more thorough credit reviews, including the establishment of new policies and procedures for credit analysis and approval. The bank training activity will have a significant impact on bank operations, resulting in better management of credit portfolios and improved risk assessment capabilities. This, in turn, will have an impact on the level of NPLs in the future for banks receiving training in related areas.

BSOP partnerships include assistance providers; oversight and regulatory organizations; and organizations which set and monitor financial and business standards. As a result, new policies, standards, and systems and procedures will be developed and in place which will improve governance and enhance investor and consumer confidence. For example, a partnership between the American Bankruptcy Institute and the Thai Central Bankruptcy Court is intended to improve the Thai court's capacity to administer bankruptcy cases by putting new procedures and administrative systems in place. Another partnership, between the Thai Securities and Exchange Commission (SEC) and the U.S. Treasury Department is intended to lead to the development and implementation of new Savings and Investment Tax Policies.

The BSOP will also be an important activity to promote long-term sustainability of the programs started under AERA. Although every US-Thai partnership created through

BSOP will focus on immediate problems and not necessarily continue, many will establish formal and informal relationships, which will endure after AERA funding is completed. The US and Thai entities involved in these partnerships will continue to cooperate to solve key problems and to promote good governance, as well as to stimulate economic growth. For example, the proposed partnership between the Thai Bankers Association and the American Bankers Association should continue to deliver a broad spectrum of raining to the Thai banking sector without USAID funding and long-term relationships will be developed between US and Thai organizations and associations.

The third activity under IO2 is assistance to the Bank of Thailand (BOT) from the U.S. Department of Treasury. This activity is providing workshops and on-the-job training for BOT bank supervisors. In addition, a new supervision and examination manual is being developed for BOT staff. The result will be more focussed examinations that concentrate on key commercial bank operations and financial indicators. BOT bank examiners will be better equipped to identify problems and recommend solutions to both commercial banks and the BOT.

**Three indicators have been set for IO2:**

**Indictor 1: The number of banks that receive AERA bank training that implement new policies, systems, and procedures.**

The number banks taking such actions will serve as a simple measurement of achievement. However, achievement in this area cannot be reduced to a number. Narrative reports on the kinds of actions taken and the relative success of those actions will be helpful in assessing the success of the bank training program. Separate indicator tables have been developed for the bank training and BSOP activities. Each training program and partnership will focus on a specific outcome that will establish new policies, systems or procedures to improve performance and governance, thereby restoring customer and investor confidence.

**Indicator 2: Commercial bank training activities in related topics developed and conducted beyond AERA assistance.**

The number of such training courses, demonstrating an institutional impact emanating from the initial training activities will measure this indicator. It is expected that in some cases, training staff at each bank will continue to develop and conduct training courses, workshops, using the ideas, skills and materials provided through AERA assistance. In some cases, new courses may be conducted. In other cases, the course conducted under AERA may be repeated by bank staff for other audiences (e.g., at “up-country” branches).

**Indicator 3: Number of partnerships between U.S. and Thai entities still active at the end of the reporting period.**

One of the key features of the partnership approach is the development of long-term relationships between U.S. and Thai organizations. The continued existence of these partnerships will demonstrate the sustainability and efficiency of this approach. The

number of partnerships implementing activities at the end of each reporting period will measure this indicator.

**INTERMEDIATE OBJECTIVE 3: IMPROVED COVERAGE AND TARGETTING OF SOCIAL SAFETY NETS (This needs further revision and review)**

The AERA program in Thailand contains one activity contributing to this IO. A program to address the problem of malaria on Thai border areas will be implemented, focusing on MDR malaria. A community-based approach will be used to increase awareness, change behavior, and improve malaria-related services in clinics, mobile medical units and local community organizations. A variety of delivery mechanisms will be used, including health volunteers, health PVOs operating along border areas, and Ministry of Public Health programs. The **Indicator** for this IO is **the number of clinics and other organizations providing MDR malaria services**. Success will be evaluated by the increase in the number of service providers. The program planning committee in March 2000 will set the baseline and specific targets. The committee will include representatives from all participating groups, including USAID health experts from Washington. The baseline and targets will be established and submitted to ANE/SEA in time for the R4 review.

**Indicator tables for Business Advisory Center**

<b>Intermediate Objective 1</b>	Bank and Business Activity Restarted
<b>Indicators</b>	Total number of SMEs receiving AERA consulting assistance Increase in gross revenue
<b>Unit of Measure</b>	Number of firms assisted  Average percentage change in gross revenue on the part of assisted firms.
<b>Source</b>	Company records and company reports to BAC
<b>Indicator Description</b>	Current GDP growth projections for Thailand are in the 2.5% range. SMEs receiving AERA assistance are expected to perform at least twice as well and a target of 5% growth in total revenue have been set. One year after assistance, firms' revenue for the most recent quarter will be compared to the same quarter the previous year.

<b>Year</b>	<b>Target # of Assisted SMEs Cumulative</b>	<b>Actual # of Assisted SMEs Cumulative</b>	<b>Actual Average % Increase</b>
2000	20		
2001	120		
2002	220		
2003	320		
2004	410		
2005	500		

### **Indicator tables for Business Advisory Center**

**Intermediate Objective 1**      Bank and Business Activity Restarted

<b>Indicator</b>	Business plans or elements of business plans in use by SMEs receiving AERA assistance.
<b>Unit of Measure</b>	Percentage of SMEs with current business planning.
<b>Source</b>	Company follow-up reviews by BAC.
<b>Indicator Description</b>	Each SME receiving assistance will be encouraged where appropriate to use business planning methodologies. The percentage of firms that continue to maintain that planning one year after assistance is projected at 50%.

<b>Year</b>	<b>Target</b>	<b>Actual</b>
1999	0	Baseline - 0
2000	50%	
2001	50%	
2002	50%	
2003	50%	
2004	50%	
2005	50%	

### **Indicator tables for Bank Training Program**

**Intermediate Objective 2**

Corporate and Financial Governance Improved

<b>Indicator</b>	Policies, systems, or procedures adopted by the participating banks
<b>Unit of Measure</b>	Number of participating banks implementing new policies, systems, or procedures
<b>Source</b>	<ul style="list-style-type: none"> <li>◆ Executive orders, and implementing rules and regulations of the participating banks</li> <li>◆ Reports from the participating banks</li> </ul>
<b>Indicator Description</b>	1. Implementation of new procedures and systems related to the training courses, i.e. new Credit Policies or Credit Policy Manuals, Risk Management Procedures, Internal Control Systems, Responsibility Accounting Centers or Systems

<b>Year</b>	<b>Target # of banks Cumulative</b>	<b>Actual # of banks Cumulative</b>
1999	0	Baseline - 0
2000	4	
2001	5	
2002	10	
2003	12	

**Intermediate Objective 2**

Corporate and Financial Governance Improved

<b>Indicator</b>	Training activities in related topics
<b>Unit of Measure</b>	Number of banks continuing training programs using concepts, skills and materials provided through AERA assistance
<b>Source</b>	Training units of the participating banks
<b>Indicator Description</b>	1. Number of banks conducting related courses,

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including development of the Manuals and Guidebooks developed to the Banks' training units

<b>Year</b>	<b>Target # of banks Cumulative</b>	<b>Actual # of banks Cumulative</b>
1999	0	Baseline - 0
2000	3	
2001	6	
2002	10	
2003	12	
2004	12	

**Indicator tables for Business Support Organizations Partnering Program**

**Intermediate Objective 2**

Corporate and Financial Governance Improved

<b>Indicator</b>	Policies, systems, or procedures adopted by participating partner organizations
<b>Unit of Measure</b>	Number of participating organizations implementing policies, systems, or procedures introduced or strengthened through the partnership fostered by the BSOP
<b>Source</b>	Participating US and Thai partner organizations
<b>Indicator Description</b>	<p>Key organizations and measures targeted for reform include:</p> <ol style="list-style-type: none"> <li>1. American Bankruptcy Institute providing technical assistance to the Thai Central Bankruptcy Court to improve court administration systems.</li> <li>2. Thai Securities and Exchange Commission with assistance from the US Treasury Department to conduct Comparative Study on Thailand's</li> </ol>

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- Savings and Investment Tax Policy in order to strengthen tax policies and administration.
3. Thailand Rating Information Services to receive technical assistance to raise its bond rating capabilities thereby improving internal systems.
  4. Thai Bankers Association and American Bankers Association (ABA) to partner and deliver new training programs and services to Thai bankers.
  5. Institute of Certified Auditors and Accountants of Thailand is to produce multimedia education materials and establish new training methods for accounting professors with assistance from US university.
  6. Securities Analyst Association to develop handbook covering new market instruments with technical assistance from American Institute for Management Research. The manual is to be used for training CFA students.
  7. S&T Competitiveness partnership between Office of Economic & Technologies Competitiveness, and US Council for Competitiveness, is to increase the competitiveness of Thailand's science and technology.
  8. APICS certification to be established with Thailand Logistics and Production Society to improve operations management and logistics capabilities and systems in Thai industry.
  9. Technical assistance to be provided to the Thai Credit Bureau by a US counterpart in order to established its operational procedures.
  10. The Association of Thai Small and Medium Entrepreneurs (ATSME) to partner with the US Small Business Administration to establish better services and capabilities.
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<b>Year</b>	<b>Expected Measures Cumulative</b>	<b>Actual</b>
1999	0	Baseline - 0
2000	2	
2001	7	
2002	10	
2003	15	



2004	20	
2005	25	

## Intermediate Objective 2

Financial and Corporate Governance Improved

<b>Indicator</b>	The number of long-term partnerships initiated and maintained
<b>Unit of Measure</b>	Number of partnerships
<b>Source</b>	Participating US and Thai partner organizations
<b>Indicator Description</b>	Partnerships between US and Thai organizations continuing to implement joint activities at the end of the reporting period

Year	Expected Partnerships Cumulative	Actual
1999	0	Baseline - 0
2000	2	
2001	4	
2002	8	
2003	12	
2004	10	
2005	8	